

REPORT ON FY 83

I'm not going to sit here and pretend that after five or six weeks on the job I know all about OIS, its work, and the technology associated with that work, but I will have something to cover that we consider important. Let me say at the outset that OIS had a busy year. The staff worked its tail off within limited personnel and money resources on a full platter, and some progress has been made in several of its key areas. The most significant step forward is in the acceleration of the TRIS system originally targetted for implementation by FY 87. With Harry's help--I asked him for some extra money--we now can have it operational in FY 85.

For those of you who might not know The Records Information System (TRIS) will be an Agency-wide, compartmented ADP system that will provide for the control of records from the time they enter the system until they are either destroyed, or, when national security considerations permit, transferred to the National Archives and Records Service. TRIS will replace several stand-alone systems and will effectively tie together registries throughout the Agency through the electronic sharing of information about documents. It will eliminate many manual logging

procedures, provide registries with greater flexibility in looking for records, and improve our ability to control the dissemination of documents. When completed in August 1985, TRIS should result in considerable resource savings through greater efficiencies in the management, control, and disposition of records.

I have Harry's permission to use my few minutes today to discuss some of the problems that OIS has, as I perceive them. I know very little now about technology, systems, registries, and records management but as a manager I can recognize problems in an office. In OIS we have some serious shortfalls resulting primarily from resources, or the lack thereof.

The first thing I did when I assumed this responsibility was to look at our mission statement and responsibilities on information handling and records management, our primary responsibility. Our senior staff has told me that there are certain major aspects of these responsibilities our office is not able to fully meet. Primarily this is the charge to conduct research for the improvement of the Agency records management practices and studies aimed at establishing new systems and techniques. Certainly some of this work has been done, but only on a limited scale. Moreover, our senior staff openly and freely acknowledges that the skill level needed to do this type of forward looking analysis is now not available in OIS and that before we can really do that job, we'll have to bring some of that talent into the Office.

STAT I then looked at our resources and was shocked to find that for 84, 85, and, initially, all the way through to FY 88, the Office's personnel ceiling remains constant at and its dollar resources remain almost unchanged. I told Harry that I could not believe that the DDA's overall program allowed OIS no room for growth or innovation. By the assessment of our own senior staff, who are in a better position to know, the static level of our resources does not permit us to fulfill our responsibilities.

The personnel ceiling problem in OIS is serious.

a. In our registry function some of our customers and the offices we serve are complaining that we send them untrained people; they must devote time to conduct this training. The solution to this obviously is for OIS to train its own and send people out prepared to hit the street running. What we need is a small development complement for this purpose and the 84, 85 and out year programs do not allow this, nor does our existing level because Allen had already stolen from Peter to pay Paul and there is no room for any more realignment.

b. With respect to looking at the Agency's records management problem, both in the short and long term, I was surprised to see the OIS organization does not contain a planning staff. Again, the reasons are clear. Existing personnel levels are needed to keep the current work going and OIS could not afford even a small planning Staff to do the research studies that our own charter dictates that we do.

c. We are being tasked to plan for the existence of Information Service Centers (e.g., Consolidated Registry) for the new building. Practically, most of this planning must be done without additional staffing or financial resources. The planning time must be diverted from ongoing and essential activities. There is no money to experiment with how to use sophisticated equipment that may make life easier for us all.

I have told Harry that OIS needs help; without it, something will have to be sacrificed. Obviously, it is too late to get additional resources from the 84 and 85 programs. The only place we can turn to for help is to the DD/A and his resources; and, in turn, to the resources which have been approved in 84 and which are planned in 85 for you people in this room.

STAT If we could be authorized to be over--at your expense--this might require a little bit of belt tightening; the total impact on OIS would be geometric in nature. If you each gave us a few dollars it would have perhaps some slight impact on you; for us, the additional funds would allow us to initiate new action. With a modest ceiling and a \$4 million budget, any additional resources we can beg from the DDA would have an exhilarating impact on OIS. A few people and some extra dollars may allow us to accomplish better the tasking charged us by regulation.

OIS is a new office, approximately three years old. It is yet to develop its own folklore, traditions, and customs, but these will come in time. I have been giving special attention to the career service needs of this office, some of which are extremely serious. For example, with the limited number of senior positions authorized in the central office, we are extremely vulnerable to our key officers deciding to leave for other careers in the Agency because the best career path we can offer them is to the 13 and, in diminishing and very limited numbers, to the 14 and 15 levels. If just a few real key players decided to leave, OIS could be brought to its knees and I intend to pursue action for relief.

We need also to professionalize our service by attracting a higher quality individual. A modest effort toward that end was begun earlier this year, but we will have to do more to upgrade the quality of our staff.

As a new office in the DDA, each of you has a stake in our development, growth and success because our office is fulfilling an important responsibility charged to our Deputy Director. It will be in this context that I will turn to Harry for resources knowing full well that each of you may have to contribute something in order for the OIS to survive. Before me Allen did as much as a manager could possibly do to realign his allocated resources to meet the heavy workload this office was experiencing. There is little more of that we can do and until such time that we can propose some initiatives for the 86 program--and I'll

have something to say later in this--the office will not be able to fully do its assigned responsibility. All of you are OIS' big brothers and I know that we will be able to count on some assistance from you when the time comes.

I don't want to appear naive on this. I know full well the incredible pressures some of you are under just to keep your own heads above water. But your offices do, however, have the kind of sexy, high visibility programs that demand and get attention. During the budget exercise, I could not help but notice with some concern that every DDA Office but one--OIS--obtained additional resources through initiatives or Special Support packages for 1984 and the same will likely happen for 1985. Against your needs, OIS has not been able to compete for additional resources, yet its mission is important and broad-based; I have to add that if OIS doesn't fully do what it is supposed to, someone else will and we can't allow this to happen.